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Case Study Presented at the The Academy of Management Annual Meeting August 12, 2008

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RUTGERS
The State University of New Jersey

The Graduate School of Applied and Professional Psychology

CASE STUDY
Presented at the
The Academy of Management Annual Meeting
August 12, 2008
Background

- Doctoral program in professional school of psychology within research University
- Three doctoral programs: Clinical, School, Organizational
- Course requirements for licensing and for each program
- Creation of Organizational Psychology Consulting Group
- Demand from clients and students
- Interested and qualified visiting faculty member
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Capstone course in the Organizational Psychology program

EXECUTIVE COACHING:
ORGANIZATIONAL INTERVENTIONS AT THE INDIVIDUAL LEVEL
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Course Components

- Theory
- Practice
- Research
- Supervision
- Evaluation
Theory

Organizational Theory
- Role Theory (Levinson, 1959; Katz & Kahn, 1978)
- Group Theory (Bion, 1961)
- Intergroup Theory (Alderfer, 1986)
- Systems Theory (Rice, 1963)

Personality Theory
- Psychodynamic Theories (Interpersonal, Object Relations)
- Adult Developmental Theory (Levinson, 1978)

Coaching Theory
- Multidimensional Executive Coaching (Orenstein, 2007)
Practice

Methods

- Interviewing/Observation (Whyte, 1984)
- Organizational diagnosis (Whyte, 1962; Levinson, 1972; Alderfer, 1980)
- Use-of-self (Alderfer, 1985; Orenstein, 2001)

Ethics
Research

- Peer reviewed articles
- Action research
- Outcome evaluation
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Supervision
(30-35 Hours)

- Group
- Individual
- Peer
Evaluation

- Case study
- Case study analysis
- Organic instrument design and analysis
Course prerequisites (GSAPP-wide):

- Foundations of Intervention (3): Psychodynamic, Cognitive-Behavioral, Organizational
- Adult Psychopathology
- Statistics/Research Methods
- Judgment and Decision-making
- Professional Development
Course Prerequisites (Program):

- Work and Careers
- Group Psychology of Organizations
- Interviewing and Observation
- Experiential Group Dynamics
- Organizational Diagnosis (2)
- Group Supervision (4-6)
Course Prerequisites (Additional):

- Personality Theory
- Psychodynamic Interview
STUDENT COMMENTS

- “This course has helped me to think about everything that I have learned and how I can use it when coaching executives.”

- This course more than any other has challenged me to face my own issues and how those can interact with clients and their issues.”

- “I feel much more confident in my ability to be an executive coach and have a much broader understanding of this process.”

- “I am looking forward to many more clients and applying this framework to an educational context.”